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PITCHING IN

It's all in the family as startup
Bradley Services involves mom,
dad and two small boys in
Pennsylvania

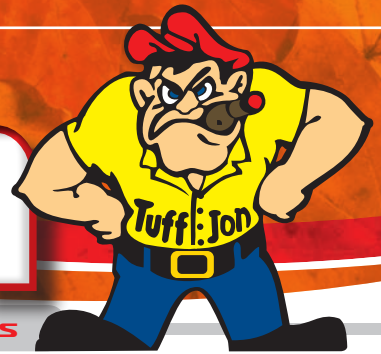
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UK Early Adopters

Portable sanitation was something
new 30 years ago when Site Equip
hit the London market [Page 28](#)

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- Sharon Verbeten

ON THE COVER: At one time, Laura Henry thought she would never own and operate a small business. But look at the Saltsburg, Pennsylvania, woman now, representing her small family company, Bradley Services, on the cover of PRO magazine. Her company is named after her 10-year-old son. (Photo by James Robinson)

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The latest trends in TRAILERS

Trailer sales are hotter than ever and one reason why is the new Selfie two-station trailer from Satellite Suites. With a low price of only \$15,990, it fills the need for many operators who want a trailer, but don't want to invest too much to get started.

Selfie
"my [own] space"

Reviews of the Selfie by end-users has been very positive, with two thumbs up given by many concert goers at this year's Twin Cities Jazz Festival in St. Paul, MN. "Beautiful and super clean! It was a

pleasure to use and such a brilliant concept. Thank you!" Other comments included: "Awesome", "Love it" and "More of these at events, please!"

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Amping Up the Restroom Trailer Experience

ONLINE SHOE SELLER ZAPPOS BRINGS ITS TRENDY BRAND OF MARKETING AND WACKY NEW FEATURES TO PORTABLE SANITATION EVENT SERVICE

By Jim Kneiszel

A while back, the soles on a seldom-worn expensive pair of shoes I owned split apart — something I’d never seen happen before. Though the shoes were several years old, I decided to contact the company that now distributed this line of shoes.

It was my first contact with Zappos.com, an online shoe seller growing by leaps and bounds through cool marketing and a reputation for over-the-top customer service. A representative of the company immediately responded to my complaint and, after I emailed a photo of my shoes, promptly shipped me a free replacement pair (\$140 value) with an apology. It was a remarkable customer service experience that made me want to buy my next pair of shoes from Zappos.

Fast forward to this summer, when I read with great interest that Zappos, now owned by Amazon.com, was dipping its toes in the portable sanitation industry with the Porta Party restroom trailer. Led by dynamic CEO Tony Hsieh, the company is hoping to bring its customer service acumen to special event service, developing a mobile bathroom experience with new bells and whistles that won’t disappoint.

Introduced at the Life Is Beautiful festival in Zappos’ hometown, Las Vegas, in 2016 and hauled around the country this year to high-profile events like the Coachella Valley Music and Arts Festival and the Super Bowl, two Forest River restroom trailers (outfitted by California company Grandesign) sport many interactive features that the company says shock and amaze users.

YOU FLUSH, YOU WIN

The unit has an arcade-like prize dispenser (condoms, temporary tattoos, lip balm) that rewards users who flush. To encourage hand-washing, activating the soap dispenser allows users to vote yes or no on a survey question on an electronic screen. Guys who carefully aim at the urinal activate a special light show. And after you’re done, you can step into the perfect selfie station, which offers flattering photo lighting and a breeze to tousle your hair.

We’ve never seen anything like this in the portable restroom industry — and that’s just what Zappos had in mind.

The company convenes a large committee of employees, led by Loren



Above: Users of the Zappos Porta Party restroom trailer are greeted by colorful lighting and positive messages on the walls. (Photos courtesy of Zappos)



Left: Moving feet transport users to and from the toilet seat.

Becker, the Zappos community and experience manager. This group brainstorms about experimental and experiential businesses where the company could bring the same extreme customer service I experienced when complaining about my shoes.

“Where could we apply really good customer service to an industry that may be underserved? What is the worst experience that we can turn into a wow experience? We thought of restrooms,” Becker told me in an interview. They talked about the Life is Beautiful festival in Las Vegas, how the restroom experience was smelly and dirty, and they felt they could change that.

Their reaction underscores an unfortunate reality about the public perceptions of the portable sanitation industry. Unlike returning a defective pair of shoes, we know a bad restroom experience leaves an indelible memory among users and builds a negative reputation that’s hard to shake. Despite the best service efforts of most PROs, a few bad actors can sully the reputation of the entire industry.

CLEAN COMES FIRST

For Zappos, the first focus was on how to improve the basic restroom user experience. The Porta Party is well-stocked, air-conditioned, and



Above: Flush the toilet and get a prize. Zappos still has to work out how to prevent multiple flushes by users eager for more freebies.

Left: The Porta Party brings a big billboard to advertise at special events.



maintained during events by a Zappos ambassador who monitors for cleanliness and makes sure the array of electronic features continue to work properly.

Secondly, they looked for innovations to make the experience memorable and provide valuable feedback on how guests are using the trailer. After a recent event, the company reported that a whopping 77 percent of people took a photo at the selfie station. Also, 53 percent activated moving feet that transport the user to and from the toilet seat, but unfortunately, only 38 percent of users washed their hands with soap and water.

“Where could we apply really good customer service to an industry that may be underserved? What is the worst experience that we can turn into a wow experience? We thought of restrooms.”

Loren Becker

Of course, users love receiving the free prizes, so much so that at one recent event about 100 users flushed the toilet 400 times, filling up the holding tank prematurely. “We didn’t think someone would go in and flush four times in a row. We wondered if they wanted the prizes,” Becker explains. “We need to make adjustments to make it functional.”

Zappos has yet to determine if portable sanitation can become a profitable division of the company, but they will forge ahead with new products and going to new venues. Grandesign is hauling the company’s two prototype trailers farther across the country as event planners hear about them and make requests. Wherever the units go, Grandesign contracts with

local PROs to pump out the waste tanks.

In the works are designs for single-stall units and a restroom bus built on an RV-type platform and with six to eight stalls that the company believes will be easier to maneuver in and out of crowded festivals. Also being considered is a unit with changing rooms and showers for running events.

POSITIVE MARKETING

At this point, Zappos doesn’t charge festivals to use the trailer. They are currently happy to spend about \$5,000 to transport and set up the unit in exchange for the positive exposure the shoe business derives at the high-traffic locations.

“To get a tent or a booth at a big music festival could range from \$50,000 to \$75,000,” Becker says. “We’re able to get into the festival, provide a great service for the event, and provide that experience without paying a large amount of money.”

If portable sanitation doesn’t develop into a major service business, Becker says the company would continue to provide a few units to festivals as a way to build exposure for its main business. Along the way, he hopes to learn from the restroom industry and maybe contribute a few good ideas that other PROs may be able to use.

“We remain humble and know we have a lot to learn about the industry. We’re not looking to disrupt the industry or turn it on its head,” Becker says. He knows there is a risk that other restroom companies will look at Zappos as the big internet company trying to “come in here and shake it up, but that’s definitely not our intention.”

As part of the internet giant Amazon, Zappos is well-positioned to spend some capital on new ventures and experiment with ways to improve portable sanitation. Becker says he hopes others in the industry will benefit from the experience: “Maybe they’ll see Zappos do something untraditional and it works, and maybe it inspires them to look a little outside of their comfort zone. We’ve done that with the shoe industry. We want to inspire people to take the next step.” ■

Go to www.vimeo.com/187375804 to see a video of the Zappos Porta Party

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LEARNING THE ROPES

From the Ground Up

Whether or not you grew up working for a family portable sanitation business — like this author — it's so important to learn the business from the ground up. As an owner, knowing every facet of the work goes a long way both in earning respect from your employees and in running your business successfully.

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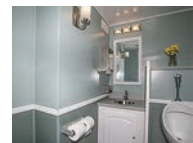
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GAME PLAN

Tips for Restroom Trailer Marketing



Whether you have numerous competitors or you're the only game in town, your new restroom trailer can't pay for itself if it's sitting in your lot. It's important to come up with a marketing game plan to get your restroom trailer options out in front of customers. Here's how to get started.

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Most people are pretty attached to their smartphones, but Site Equip — this month's featured company — uses its phones for just about everything. From training to scheduling, see how this English company makes the most of smartphone technology to improve business practices.

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Business Loan? Read the Fine Print!

LENDERS ARE USUALLY UPFRONT ABOUT INTEREST RATES AND PAYMENT SCHEDULES, BUT A BLANKET LIEN HIDDEN IN THE FINE PRINT OF A LOAN AGREEMENT CAN SINK A BUSINESS FASTER THAN AN ICEBERG SUNK A CERTAIN SHIP IN 1912

By Judy Kneiszel

We've all done it: downloaded a new app on a smartphone, added new software to a laptop, or purchased something online with a credit card, and then scrolled through the lines and lines of microscopic type that make up the terms and conditions and clicked "accept" without reading a word. Most of the time that knee-jerk — or rather finger-jerk — response doesn't matter. But when it comes to taking out a business loan, the fine print is a bigger deal because if there's a blanket lien lurking there, you could be putting your entire business in jeopardy.

WHAT'S A LIEN?

A lien is legal language written into a loan. It protects the lender if the borrower defaults. Liens are a safety net for the lender, and while not necessarily a bad thing for the borrower, it's best to know if a lien is included in the fine print and what kind of lien it is.

A lien against a business means the lender has the right to acquire the borrower's assets if the loan isn't paid back as agreed upon. Things get sticky, however, if there are multiple loans from multiple lenders with multiple liens because then, in the case of default, each lender wants to be first in line for those assets. Being second or third in line is a much riskier position for a lender. There may be nothing left to take as repayment.

SPECIFIC VS. BLANKET LIENS

The inclusion of a lien is not necessarily a reason to avoid borrowing money from a particular lender. For example, with a typical equipment loan, the lien simply covers that piece of equipment. That's called a specific lien. If you default on a loan with a specific lien, the lender can acquire that specific piece of equipment.

What business owners need to be extra cautious about is something called a blanket lien. While it sounds all warm and cozy, a blanket lien can be anything but, leaving a borrower out in the cold. Why? Because with a blanket lien, a lender can seize all of a borrower's assets — personal and business — in the case of default.

A blanket lien can be like sharing a too-small blanket with someone much bigger than you on a cold night. Basically, the big guy gets the most protection while the small borrower can be left shivering.

Why would a business owner agree to a loan with a blanket lien? Besides not knowing about the blanket lien by neglecting to read the fine print, a borrower may feel they have no choice if they are in particularly difficult financial straits and have to borrow money from two different lenders. As mentioned above, no one wants to be in second place when it comes to getting what they are owed. If lender No. 1 has a lien on the equipment, lender

No one wants to be in second place when it comes to getting what they are owed. If lender No. 1 has a lien on the equipment, lender No. 2 may insist on a blanket lien before agreeing to loan a business money.

No. 2 may insist on a blanket lien before agreeing to loan a business money.

WHO KNOWS?

You may be wondering how a second lender would even know about a lien held by the first lender. That's where the fine print turns into the alphabet soup of the Uniform Commercial Code (UCC), which regulates business across state lines. The UCC-1 form, also called a financing statement, must be filed by lenders in the secretary of state's office in the state where the borrower's business is located or in multiple states if the business is near a border or has locations in more than one state.

UCC-1 information is public, so before a lender agrees to a loan, they do a lien search to see if any other UCC-1s are filed against the particular asset being financed. If there are other lenders with UCC-1s filed against the same asset, the one filed earliest is the first lien.

PROTECT YOUR BUSINESS

If you're not sure, look to see if there are already liens against any of your assets. You can check with your state's secretary of state office for any UCC-1s filed for your business.

How could there be a lien against your business that you don't know about? First of all, UCC-1 financing statements are not signed by the borrower, and some banks and other lenders file when applications are submitted. So even if you didn't end up using a particular lender, a UCC-1 can still be on file and you may have to take the initiative (and possibly pay a fee) to have it terminated.

It's also the borrower's responsibility to terminate the UCC-1 filing after a loan is paid off. It's important to do this as soon as you can because with mergers and acquisitions, records can be a challenge to track down over time. It's important to do this, though, because if a potential new lender finds an old UCC-1 before it is terminated, they may assume they are second in line and deny your loan request or implement a blanket lien when a specific lien would have been adequate.

When determining if there are any old liens floating around out there,



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consider whether your company has changed names or if you or your business go by more than one name.

One last note: Small Business Administration loans often require a blanket lien, so if you've ever had an SBA loan, additional lenders can discover they will not be in first lien position and reject your application. If you require one loan for specific assets like equipment and need a second loan for working capital, you may have to negotiate to make sure both lenders are comfortable with their lien positions.

Read any loan agreement thoroughly, including the fine print, or pay an attorney to read it for you and advise you on what, exactly, you are agreeing to in terms of paying back the loan. Be aware of any liens, especially blanket liens, hidden in that fine print. ■



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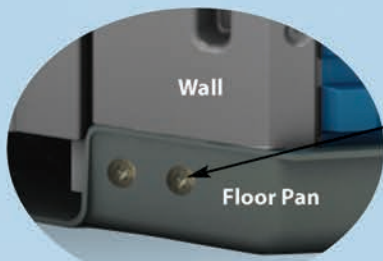
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- Ratchet belts will not collapse this unit
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- Exclusive for an ADA-type portable restroom: available 45- or 70-gallon SUMPED bottom tank
- ALL other portable restrooms of this type utilize difficult to clean flat-bottom tanks
- Door jam sonically welded for extreme durability—no fasteners

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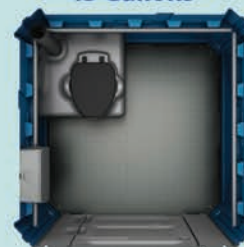
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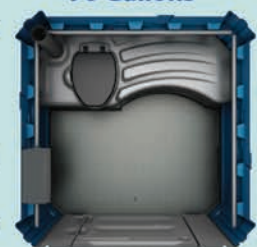
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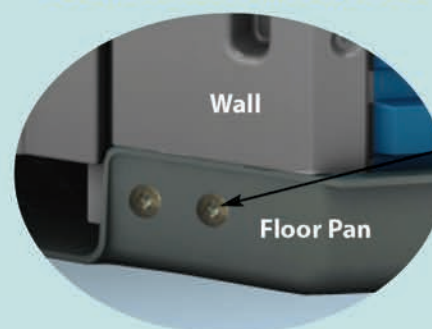
Small Tank
45 Gallons



Large Tank
70 Gallons



Floor/Wall Mount System



23 FASTENERS
connect walls
to base

**5/16 18x1" Torx
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Ryan and Laura Henry with their sons, Bradley, 10, and Isaac, 4. (Photos by James Robinson)



Take 5 ... with Laura Henry

Pitching In

It's all in the family as a small startup involves mom, dad and two small boys in Pennsylvania **By Sharon Verbeten**

Laura Henry and her husband, Ryan, don't own a huge portable restroom company — but it's all theirs. That pride of ownership and doing it together has helped them strive for success after just three years in business.

The Henrys, both in their 30s, operate Bradley Services in rural Saltsburg, Pennsylvania, where they own about 80 restrooms from Satellite Industries and PolyPortables.

Their first year was focused on building the business. "It took a little while to get our name out there and get units rented. ... After that, we bought maybe another 20 to 30 units, and in 2016, we got another large chunk of 30," says Laura. "We were nervous, of course. You never know what's going to happen. We started in the fall ... so it wasn't even a good time."

But after the portable sanitation company that Ryan was working for left the area, he decided to go out on his own with help from Laura, who is employed as a remedial math and reading teacher at a K-8 Christian school. Laura agreed to serve as the owner of Bradley Services — named after their son. Laura does the office work and billing while Ryan provides the physical labor.

EXPLORE FIVE ISSUES THAT AFFECT LAURA'S PORTABLE SANITATION BUSINESS:

1 **RUNNING A FEMALE-OWNED BUSINESS**

Creating Bradley Services in 2015 as a sole proprietorship in Laura's name was a conscious decision. She says, "If you would have asked me 10 years ago if I would have thought of having a business, I would have said you were crazy." But today, the mother of two young boys works in the office on everything from pricing and purchasing to scheduling while Ryan handles the routes.

She is in the process of looking into more opportunities, such as contract jobs and grants available to female-owned businesses. "I know there are opportunities out there," Laura says, but admits, "It's a lot of paperwork, and it's very time-consuming." While she hasn't seen any specific advantages to that woman-owned business status yet, Laura says she is hoping to go deeper in her research to make the most of any opportunities available.

(continued)

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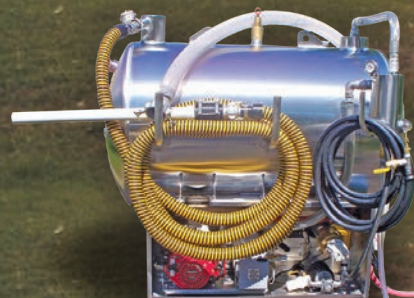
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Dave McAdams (left), Laura Henry, Ryan Henry and Isaac Henry work together on setting up a group of PolyPortables restrooms at the local Vandergrift Carnival.

2 JUGGLING TWO JOBS AND A FAMILY

Time is certainly at a premium for Laura. It is, as she calls it “busy busy,” but she seems to have a system down that works well. The business phone rings to Laura’s cellphone. If a call comes in during the school day, she returns it as soon as possible on her breaks.

“We may have lost a couple (of clients) who needed something right away,” Laura admits, but for the most part, “It’s really worked pretty well. I’ve always been teaching; I’ve never left it.” She doesn’t anticipate leaving it to focus full time on the restroom business. “It’s what I love to do, and I’ve got the ability to do both,” especially with a flexible schedule and summers off.

In summer, she helps Ryan with the routes — from stocking trucks to cleaning and delivering restrooms. Their two sons, 4-year-old Isaac and 10-year-old Bradley, love to ride along on service routes, helping carry the paper products. The boys also love to help represent the business in local parades; Bradley Services recently won a second-place award for its float in a holiday parade. “We put a green portable restroom on it and had an inflatable Santa coming out of it,” says Laura.



Ryan Henry restocks paper products in a Satellite Industries restroom on his daily service route.

3 TARGETING THEIR SERVICE

The service mix for Bradley Services is about 30 percent construction and 70 percent special events. Many of the construction units are placed 40 to 60 miles away in a faster-growing area.

Locals also plan a lot of fundraising events that require restrooms, and Bradley Services often places about 10 to 12 units for concerts on the weekends.

Laura says they don’t like to turn down events because their inventory runs low. “Last summer, we were busy; there were times we were sold out of units,” she says. They plan to address that shortfall by adding more units in increments of 30 until they can reliably handle demand.

Ryan Henry unwraps a suction hose and gets ready to service restrooms along a route.



4 SETTING GOALS FOR GROWTH

This summer, there are a lot of goals to meet. “There are things we want to change and grow ... we want to get up on the internet, switch over some trucks and maybe update our billing system,” Laura says. Marketing today relies on advertising through a Facebook page as well as small grass-roots efforts (fliers, local newspapers and placemats in diners).

New trucks could also be on the horizon. They currently have a 2000 Chevy 3500 flatbed with a Mason liftgate that they use to transport units with slide-in aluminum 300-gallon waste/150-gallon freshwater tanks from ITI Trailers & Truck Bodies; a 1989 Ford L700 with 1,600-gallon steel tank and Battioni pump (National Vacuum Equipment); a 1999 Chevy 3500 with 350-gallon waste/150-gallon freshwater steel tank and Battioni pump; and a restroom transport trailer.

But Laura realizes growth can mean increased debt, which the Henrys are trying to avoid. “This is a very risky business because there are so many competitors,” she says. “We are very conscious that if we are buying units, we need them and can rent them out. Plus, without having that overhead, it’s a lot less stressful.”

They may add more restrooms after recently being awarded a contract to service the Westmoreland County parks and trails, a job that requires 23 units through November.

(continued)



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The Henry family is on the right, Laura and Ryan with boys Bradley and Isaac. Employees Dave McAdams, Danny Adams and Greg Krug are on the left.

5 GIVING BACK TO THEIR COMMUNITIES

"We try to get a good name around the community," says Laura, a Pennsylvania native who's proud to serve her rural community. They offer restrooms at a deep discount to local Habitat for Humanity projects, and they also provided units and a baby changer for the It's A Wonderful Life Festival in Indiana, Pennsylvania, home to a museum devoted to native son film actor Jimmy Stewart.

They also provide about eight to 10 units to an annual summer rock concert series, sponsored by a local news organization, which benefits seriously ill children. It's an issue the Henrys feel strongly about. Without getting too personal, Laura notes, "We have had experience with having a sick child."

Helping charities through their business isn't just a marketing tool, though. She says, "It shows people you care and that you yourself are a person, not just a business." ■

"We try to get a good name around the community. ... It shows people you care and that you yourself are a person, not just a business."

LAURA HENRY

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"Take 5" is a feature in which one PRO or industry leader shares unique business challenges with the entire portable sanitation community. It's a chance for service providers to meet over the back fence - and across the country - to learn more about each other and promote industry excellence. If you know a PRO who would be an interesting subject for "Take 5," send their contact information to editor@promonthly.com.

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| Deck Construction | Marine-grade T & G | Steel | 3/4" marine-grade plywood with vapor barrier | Marine-grade plywood |
| Floor Joist Specs | 2" steel tube 16" OC | Steel 16" OC | Steel tube spaced 16" OC | Steel 16" OC |
| Weight (lbs.) | 3,200 - 16,000 | Varies | 2,800 - 15,000 | 2,800-10,800 |
| Interior Trim | Luxury - Hardwood in a range of colors. Commercial - vinyl | Varies | Caulked solid oak trim standard or aluminum trim as an upgrade | PVC & non-wood |
| Fixtures | Metered flush faucets & urinals, Dometia toilets, Corian-style countertops | Varies | Solid surface sinks, residential-size toilets, heavy-duty all-aluminum steps | Delta commercial metered |
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| Additional Standard Features | Custom-crafted designs. Designer interiors in 8 options. A range of exterior color choices. A/C, 20 Amp electric services. Amish-crafted wood cabinets, door and trim in Events and Luxury grades. One-piece roof. Wide entry doors. Easy-to-use step assemblies. Porch options, sound systems with Sirius and custom playlist function to include personal messages. | Heavy-duty undercoated steel frame, torsion axles, integral trailer skirting, fastenerless exterior, seamless aluminum roof, ducted A/C with heat strip, metered faucets, roll-out or fold-out step assemblies (varies to size), LED lighting, and China foot flush stools. | All-aluminum exterior to eliminate unsightly rust. One-piece aluminum roof to reduce chances of leaks. Steps and handrails are aluminum and stainless steel to eliminate rust issues. Undercarriage has an extra layer of vapor-barrier material to protect from moisture damage. Water-resistant Advantech plywood used in our wall construction. Heavy-duty steel core doors with hydraulic closures and keyed alike locks. | Roof air, porches and steps with full-length railings on both sides. Fiberglass walls and ceilings. 12v water pumps. Wall-mounted A/C thermostats. Paper towel, toilet paper and soap dispensers. Torsion axles with radial tires. LED interior lighting. |
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| Frame Construction | Structural I-beam frame | All-steel 10" frame with removable tongue | Steel | 12" structural steel I-beam |
| Shell Construction | Seamless gel coat fiberglass over aluminum wall/roof frames, Unifiber roof | Heavy-duty steel shell, formed with a continuous-welded leakproof construction | 1/2" high-density polyethylene plastic; Majestic - high-grade smooth fiberglass | Seamless gel coat fiberglass |
| Deck Construction | Wood-free, non-absorbent Forever Floor over steel frame, fully insulated. | | Steel, aluminum diamond plate | Steel tube frame-laminated to waterproof non-wood deck |
| Floor Joist Specs | Enclosed steel tube, 16" OC | All-steel channels | Steel | Steel tube |
| Weight (lbs.) | 3,000 - 16,000 | 4,800 | 1,400 - 6,100 | 4,200 - 11,500 |
| Interior Trim | Solid vinyl, extruded anodized aluminum and custom non-wood trims in a variety of finishes. | Complete white fiberglass-reinforced plastic anti-graffiti interior wall and ceiling surface | Polyethylene/Proprietary extruded aluminum. Majestic - high-grade smooth fiberglass. Brushed aluminum ceilings | Non-wood on Commercial, Standard, ADA and Shower. Luxury uses custom wood |
| Fixtures | Commercial grade in a variety of finishes, metered faucets, low-flow fixtures available. | Polished stainless steel countertops and sinks with self-closing faucets, water-saving flush toilets and urinals | Chicago auto-off faucets, Dometic porcelain toilet with Teflon seal | Delta commercial |
| Flooring | Heavy-duty commercial-grade flooring, with wear layer for extra longevity or industrial-sprayed flooring. | Full-length aluminum safety-walk floor | Weatherproof grey carpeting Majestic - Planked linoleum composite Pelham Maple | Seamless transit-grade flooring, 1/8" wear layer |
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| Additional Standard Features | LED interior lights, A/C, stainless steel sinks, easy-glide step assemblies, battery backup, solid-surface countertops, metered faucets, custom mirrors and valances, seamless "no rivet" exterior, designer flooring and vent-fan package. | Negative-pressure ventilation system incorporating a 300 cfm blower and ducted room headers. Fully insulated floor and walls. Complete heating and optional A/C system. Front utility room for electrical panel, water heater, water pump and supplies storage. | Solar-powered, self-contained, with no required electrical or water connections. Flushing toilet/Teflon seal, sink, trash, and mirror. 125 to 580 average uses. LED interior/exterior lighting with power roof vent standard except VIP Classic. | Quick-deploy retractable steps, aluminum wheels, external cord and equipment lockers, hidden lockable cord connections and set of LED-lighted cords, OverArmor seamless roof with watershed design, 7,000 lb. Sidewinder jacks, powder-coated chassis, EZ Lock 20,000 lb. coupler, 12,000 lb. tongue jack, 100-percent LED lighting inside and out |
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The well-recognized Tower of London plays host to a row of restrooms from Satellite Industries and PolyJohn Enterprises, placed by Site Equip. (Photos courtesy of Site Equip)

UK EARLY ADOPTERS

Site Equip hit the London-area market nearly 30 years ago and had to introduce construction contractors and event planners to the concept of portable sanitation

BY BETTY DAGEFORDE


When Geoff and Sonia Gilbert of Lasham, England, bought three portable restrooms in 1988, they were getting in on the ground floor of a nearly nonexistent industry in their country — but one on the verge of exploding.

In the beginning, their main task was to introduce potential customers to portable sanitation and to convince them to use restrooms. Ten years later, after legislation came in regarding sanitation requirements on construction sites — as well as the development of an event industry — the market was dictating what it wanted. That led the couple to expand service offerings, create unique themed restroom trailers and set up their own trailer manufacturing facility. Their near-monopoly was over and competition became fierce.

Today, the company operates three divisions under one umbrella legal entity called Site Equip — Site Equip for construction work, Site Event for event rentals, and Site Build for manufacturing rest-

Site Equip
Lasham, England

Owners: Geoff and Sonia Gilbert
Founded: 1988
Employees: 35 in the winter, 50 in the summer
Services: Portable sanitation, mobile offices, showers, themed restroom trailers
Service area: Southern England
Website: www.site-equip.co.uk



room trailers. About two-thirds of their work is servicing construction customers, one-third events. They have two 5,000-square-foot buildings on their 2.5-acre property: one for offices and maintenance and the other for manufacturing.

In 2015, they opened up a small second location 80 miles east in Paddock Wood, England, to more easily accommodate the increase in work in that area. Their service territory covers most of the south of England, including London.

(continued)

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Right: Site Equip delivers a Satellite Industries restroom and one of its restroom trailers to a special event.

Below: Site Equip restrooms are set up at London's Trafalgar Square.



The Gilberts' two children also work for the company. Amy Gilbert, who used to tag along with mom in her car seat, now has degrees in event management and employment law, and she is a company director. Adam Gilbert joined full time in 2016 after getting a degree, traveling, becoming a qualified ski instructor and working for a London wealth management firm. He's now in charge of their event division. In the winter, the company has about 35 employees, increasing to 50 in the summer. Operational personnel are cross-trained for each division, an arrangement that works especially well with the seasonal nature of their event business.

ON THE GROUND FLOOR

It was while working on a construction site in 1988 that Geoff Gilbert, a civil engineer, first learned about portable restrooms. "He just wondered why hasn't anybody thought of this before," Sonia Gilbert says. Geoff Gilbert convinced his wife that they should get in on this great idea. They started out by buying a franchise from a local company and then struck out on their own a couple years later. Geoff Gilbert kept his job while Sonia Gilbert, a new mother at the time, gave up her career in transport finance and recruitment and ran the business with the help of part-time drivers.

Business was slow at first. "The industry in this country is only 30 years old," Sonia Gilbert explains. "We had to sell the idea — that it's not connected to mains (municipal sewer), we come out with a tanker and empty it, and we clean it out." After three years and diligent effort on their part as well as

Geoff Gilbert, Lyn Speed, Sonia Gilbert, Paul Granger and an unidentified visitor are shown at event with a trailer promoting Site Equip's many services.

new sanitation laws for the construction industry, they had sufficient income for Geoff Gilbert to quit his job and join full time.

About that same time, Site Equip was asked to provide units for a ploughing match (an agriculture competition), and thus began the creation of their event division — called Loos R Us in those days. At the time, there really wasn't an event industry in the country. Sonia Gilbert says, "Now you've got boutique festivals, music festivals, and every weekend there's a marathon — all sorts of things that weren't around back then." Meanwhile, they also expanded construction offerings by adding mobile offices, storage containers, fencing, and safety equipment including signs, ladder guards, and fall-arrest systems.

Once again, they had to do some convincing to get the event division going. Event organizers didn't want to provide units because the cost came right off their bottom line. But as events became more popular, people got used to seeing them and then started expecting them. Eventually, they became legally required.

To stay at the forefront of the industry, the company put its first restroom trailer on the road in 1991. Again, they had a selling job on their hands, but the idea took off with event companies who then sold the idea to their clients.

(continued)



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Above: Site Build constructed its own Shabby Chic restroom trailer unit for use at special events.

Left: The Beach Hut trailer unit is set up to serve guests at an outdoor wedding.

BUILDING THEIR OWN

It wasn't long before those clients started demanding something different. "People were getting bored with straight white, blue or green trailer units," Gilbert says. The company's response was to create their own custom-designed trailers. They began dabbling in manufacturing in 2010 and by 2014 they started Site Build. The Gilberts hit on the idea of making themed trailers for their customers, achieved by using vinyl wrapping on the exteriors of standard trailers and providing coordinating features on the interiors.

The first two themes played off the rural environment they're in — the Shepherd's Hut and the Potting Shed, followed by the Gypsy Caravan and the Beach Hut. Each trailer came with one male and one female luxury suite, but their more recent Horse Stable has one male and two female suites. Amy and Adam Gilbert came up with the idea for their newest unit — Shabby Chic, a three-female/one-male configuration — by pouring through Pinterest photos to find out what interior features were popular. The unit has been short-listed for an award from Hire Association Europe and

has been especially popular for weddings. Sonia Gilbert says the creative process goes something like this: "You write it on the back of an envelope, then talk to a very talented chippy (car-

You write it on the back of an envelope, then talk to a very talented chippy (carpenter) and say, 'This is my idea. Make it work for me.' ... You want something that's durable and easy to turn around to the next client — easy to clean it all out, to empty."

SONIA GILBERT

has been especially popular for weddings.

Sonia Gilbert says the creative process goes something like this: "You write it on the back of an envelope, then talk to a very talented chippy (car-

pen) and say, 'This is my idea. Make it work for me.'" The units have been immensely popular. "They're a talking point. They're not just a toilet."

Another advantage of building the trailers themselves was being able to design them for maximum functionality. Gilbert says, "You want something that's durable and easy to turn around to the next client — easy to clean it all out, to empty."

They also build shower trailers and mobile offices, and they came up with the idea of ticket booth and exhibition trailers.

THE WORKHORSES

Their 3,000 standard restrooms came from Satellite Industries and PolyJohn Enterprises. Satellite Industries also supplies their sachet-type deodorizers.

Event and construction restrooms are kept separate and are easily identifiable by color — green for events, blue for construction.

Gilbert points out one difference between U.S. and England portable restrooms. "In the U.K., there are no drop tanks," she says. "Every toilet in the U.K. is a flushing toilet. The market changed for us about 20 years ago when Satellite Industries started making them."

Besides serving numerous events and construction projects throughout southern England, the company supplies portable restrooms for tug boats and film crews, including the 2012 James Bond film *Skyfall*. For the London 2012 Summer Olympics, they provided units for some of the security forces.

The company has 12 Mercedes Sprinter vacuum trucks, all under three

(continued)



Workers raise two Satellite Industries units using lifting frames built by Site Build.

Not your usual delivery

In 1989, Site Equip in Lasham, England, received a request from a construction client for portable restrooms. However, this was anything but a routine request as the work site was in a tunnel. To deliver the units, they had to custom-tailor an approach. Health and safety laws prohibited companies from transporting units by attaching them directly to a crane, so Geoff Gilbert — who co-owns the company with his wife, Sonia Gilbert — designed a transport frame that could be attached to a client-provided crane.

The unit was made of steel, had an attachment at the top for a crane hook, and was sized to solidly secure one portable restroom. Sonia says, "The toilets were put on the frame, lifted into the tunnel onto a wheeled railway, and then railed down to where the workers were." The system has since been used on a number of tunnels and other industrial projects, such as on top of London's 95-story Shard skyscraper and on the Forth Bridge in Scotland.



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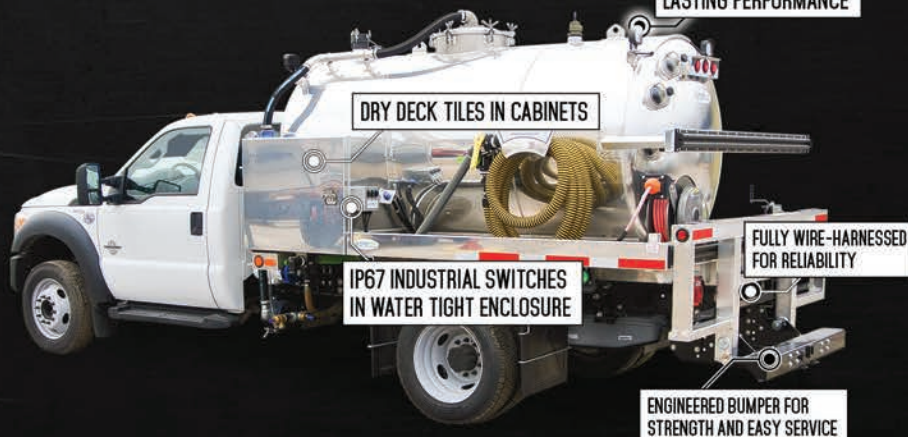
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RELENTLESS FOCUS ON QUALITY

The Gilberts have been pioneers in improving the standards by which the industry and their own company operate. They were founding members of Portable Sanitation Europe, where Gilbert recently served on the board.

“You always get people who take shortcuts. That’s not what we’re about. We’re about reputation, longevity and quality of service. I think that’s why we’re still here 30-odd years later.”

SONIA GILBERT

“It was people in the industry putting together a code of conduct and trying to help each other out,” she says.

The importance of operational excellence is instilled in their employees, who often undergo training. The company runs two Certificate of Professional Competence courses each year — the government-required training for truck drivers to become certified. The U.K. also has a set of competency standards for different occupations, so company employees go through training and testing on the standards relevant to the sanitation industry. Company-specific training helps ensure quality and consistency of work.

“You always get people who take shortcuts,” Gilbert says. “That’s not what we’re about. We’re about reputation, longevity and quality of service. I think that’s why we’re still here 30-odd years later.” It’s also why the company was able to easily weather two major recessions.

STEADY GROWTH

Business plans for the future are for growth, but in a way that is controlled and manageable. “We think it’s a good business model to grow slow but sure with a good foundation,” she says. “We’re not in it for a get-rich-quick sort of scenario.” She also emphasizes it’s essential to have the right people in place who are committed and believe in the business.

The company and the industry look different today than 30 years ago. Gilbert says, “We’ve seen a huge amount of change not just with what we’re providing, but with the expectations of the clients, as well. If you get a very posh wedding, they want something that’s even better than they can get in their homes.”

But whatever customers want, Site Equip is going to do its best to give it to them. She says, “At the end of the day, we just want to please the clients — to surprise and delight them.” ■

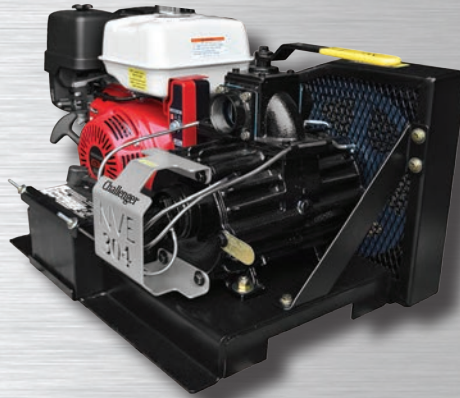
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Improving Communication With Your Employees

FOLLOW THESE TIPS TO MOTIVATE EMPLOYEES TO BECOME BETTER PERFORMERS AND FUTURE COMPANY LEADERS

By **Walt Grassl**

Let's imagine Sarah needs a special project done as soon as possible. She approaches one of her resourceful employees, Ken, to see if he can complete the project for her. Instead of directing Ken to get right on it, she explains to him that she has a problem. She describes the project and then asks if he can help her out.

Ken is a bit surprised by her approach and says, "Sure. But, you're my boss. It's not like I can decline."

Sarah responds, "Actually, if you have something more important to do, I want to know about it. Then I can make a decision. Do I make a priority call on your time, or do I need to find someone else to do this project?"

Ken says, "I have a project I am working on for George. I should be able to complete your project now and still meet George's deadline."

In dire situations, a leader must give orders based on their position — with no pushback or discussion. In today's workplace, this is often not very effective. People resent being told what to do, especially when they receive conflicting direction from multiple bosses.

There are benefits to a manager treating their employees like volunteers. You should treat them like they can say no or walk away at any time. It encourages feedback. It improves morale. Often times, the feedback provided can prevent wasted time, money and materials.

Here are some ways to lead your "volunteers":

Share the big picture

Give your people a sense of purpose. Regardless of whether they are driving a vacuum truck or completing a clerical task: if they don't perform their task well, the product or the company will suffer. Put the importance of their work in perspective.

Communicate

Give clear direction. Create alignment. Encourage respectful pushback. Be accessible. Not only have an open-door policy, but walk around. If you show up at people's work area and engage them, they may ask you a question that had not reached the threshold for them to call or come visit you. Create those opportunities.

Develop

One way to have people enjoy working for you is to encourage them to grow. Remind them of the importance of training themselves. Give them suggestions on things to learn. You can help their development by giving them new "stretch" assignments and responsibilities. Then, be patient and nurturing as they ascend the learning curve. Coach them through any reluctance they have to leave their comfort zone. They will feel better about themselves and be more valuable team members.

Play to their strengths

Know your people. Know what they do well. Know what they don't do well. While you want them to grow, it is your responsibility to know their weaknesses that may be too hard to develop. You have to realize that people are what they are. Honor them by capitalizing on their strengths and not fighting them over their weaknesses.

Show respect

People want to be respected. Don't be that person who doesn't make eye contact or acknowledge others when you walk into a room or down the halls, approaching someone like your long lost best friend only when you seemingly need a favor.

Acknowledge experience

There is a saying that everyone is an expert within 3 feet of his or her workspace. People who have been doing a task for years or who have been with the organization for years have valuable insights. Realize that. When you approach them on an issue, take time to honor that experience and listen to them. Nothing irritates a seasoned performer more than when a new leader comes in and wants to share their book learning and tell them what to do. Listen with the intent to understand first and then discuss the best way to solve the problem. You will come up with better quality solutions and have a team that respects you.

Gratitude

Be grateful for the big things and the little things. Always remember to say "please" when asking someone to do something and "thank you" when someone does something for you. So often, this doesn't happen, and the leaders are unaware of the effect. Also, seek out opportunities to catch people doing something right. People want to be appreciated. Go out of your way to show them.

BEING A LEADER

In the end, Ken was able to complete Sarah's project on time as well as meet George's deadline. He felt good about how he was approached and allowed to be in a position to succeed on both tasks.

He also had a new appreciation for what it takes to be a good leader. He used to think that he could never be a leader because he didn't like ordering people around. He is rethinking that position because he knows you can be a leader without acting like a dictator. ■

Walt Grassl is a motivational speaker, author and performer. Visit www.WaltGrassl.com for more information.

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A Safety Coordinator Opens the Door to More Contracts

EVEN SMALLER PORTABLE SANITATION COMPANIES SHOULD TRAIN A POINT PERSON TO OVERSEE SAFETY FOR THE GOOD OF EMPLOYEES AND TO LAND MORE WORK

By Jessica Whitmore

When the business cycle is slow, Dan Lin, safety coordinator/operator of Supreme Vac in Edmonton, Alberta, jumps into a truck and works in the field. It is this versatility that has allowed the small business to maintain a designated safety person on staff.

The company itself provides vacuum truck, hydrovac and steam services with a large emphasis on safety. All employees are required to have current certifications and safety training, but the company takes it even further by having a specific safety person on staff. This wasn't an overnight position, but one that evolved over time.

"As a business' customer portfolio and client requirements grow, it is important to enhance and comply with a safety program," says Braydon Jeske, foreman/operator at Supreme Vac.

A DEDICATION TO SAFETY

In 2011 and 2012, the company first had an employee designated to manage the paperwork and administration necessary for safety. That evolved to Lin taking his current position in late 2014. What makes him unique in this position is that he also has the required licensure to operate the trucks.

This has given Lin the versatility to spend approximately 50 percent of his time in a safety administrative role and 50 percent of his time directly in the field, operating equipment. He works to make sure Supreme Vac is in compliance with its own safety requirements as well as government regulations and client compliance requirements. He knows what to do; the challenges within the field; and how to monitor as well as document safety plans, procedures, and requirements. It is this combined knowledge that helps him provide safety features for Supreme Vac.

However, most small companies, including portable sanitation providers, are not able to have a designated safety person on staff because of the funds available. Instead, the owners handle the safety role themselves or the employees are expected to simply comply after training has been presented. The need for a designated person becomes more important for that small company to compete with larger companies when bidding on jobs that have a safety coordinator as a requirement.

ADDING A DEDICATED SAFETY PERSON

Lin suggests looking at the type of work a company is currently doing and expects to do in the future. This insight is valuable when deciding to add a staff member focused specifically on safety.

Jeske also recommends focusing on a safety employee who is diversified in skill sets. Lin is that guy for Supreme Vac: while he oversees safety at the company, he can also run equipment in the field during those slow

cycles that each business in the industry faces. This means he isn't just sitting in an office.

The safety culture, however, isn't fully dependent on the safety person. The focus on safety becomes everyone's responsibility. Jeske recommends any person put in the safety role needs to be confident, knowledgeable of policy and procedures, and able to enforce the safety processes and procedures.

STAY FOCUSED ON SAFETY

Even if a full-time safety coordinator is not within reach for a company, it doesn't mean it should skimp on safety. There are simple things the company can do to keep its employees safe. For example, Supreme Vac always sends two operators on a job. This way, someone is there to handle any potential issues and to assist in potentially dangerous situations, such as spotting and congestion with traffic.

"As a business' customer portfolio and client requirements grows, it is important to enhance and comply with a safety program."

Braydon Jeske

Regardless of whether a designated safety person is on staff, communication is another key to safety. Supreme Vac focuses this communication not only internally with its employees, but also externally with its clients.

The company requests feedback from clients, which may include conversations around processes used as well as equipment and specific concerns. These upper management conversations are important because a client may be reluctant to talk directly with the equipment operators. Talking instead with the designated safety person or someone in higher management is a way to keep those communication lines open.

IS A SAFETY PERSON NEEDED?

Companies can review the need for a designated safety person by looking at current and expected contracts, regular processes, dangerous work environments, equipment used and customer lists.

After that review, consider how management prepares and communicates with employees to safely complete all aspects of the jobs. Companies might just start with basic safety processes and procedures before growing from there — just as Supreme Vac did.

"The bigger the company gets, the more the safety needs to expand," Jeske says. ■



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The **1203-W** restroom trailer from **ART Co.** is designed for fast and easy setup with a streamlined appearance. The 12- by 8-foot three-station unit comes with foldout steps and stabilizer scissor jacks for easy leveling. They are available with several interior finishes, from luxurious to rugged, for any event or environment. The exterior is available in many colors to match existing fleets. They come with a 460-gallon waste tank, 105-gallon freshwater tank, heavy-duty steel frame, integral trailer skirting, a 2 5/16-inch hitch, heavy-duty tongue jack, and ducted heat and air conditioning. Options include hands-free faucets, push-button flush toilets, AM/FM/MP3 stereo, heat/winterization package and pipe-mount leveling jacks. **269/435-4278; www.arestroomtrailer.com.**



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The **PolyJohn Enterprises Water Works** freshwater delivery system uses an on-demand electrical pump to deliver up to 93 gallons of freshwater whenever it's needed. A semitransparent tank allows users to see how much water is available. An auxiliary holding tank can be added to double the capacity. The system weighs only 46 pounds empty, making transport a one-person job. It measures 60 inches high and 23 inches wide and fits nicely inside a small closet. The system can also be plumbed to fill from the outside of a trailer. For graywater storage, 250- or 300-gallon tanks are available. Cleaning the inside of the tank is easy because of

the 10-inch-diameter access cover on top, and water can be drained quickly through a 1-inch valve. It is designed to operate on regular household current, and the circuits are protected by GFCI and a low-water electrical shut-off. **800/292-1305; www.polyjohn.com.**

POLYPORTABLES FRESHWATER DELIVERY SYSTEM

The **PolyPortables** freshwater delivery system is specifically designed for use with office trailer toilets or permanently installed sink fixtures. This freshwater system is available in both 60- and 275-gallon sizes. It allows a flush option to be added to portable toilets. It is typically used with the company's large-capacity holding tank options. **800/241-7951; www.polyportables.com.**



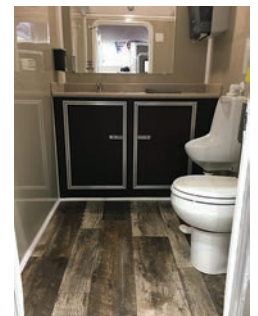
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The **Veranda** restroom trailer from **Ameri-Can Engineering** is aimed at the demands of small to midsize luxury events such as VIP areas, weddings and those events where a "cherry-on-top" presence is required. They are available in 14 sizes. **574/892-5151; www.ameri-can.com.**



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From economical to lavish, mobile restroom facilities from **Forest River** are designed and built for durability and performance while combining functionality and serviceability. Updated interiors include the champagne interior package with wood plank-look linoleum floor, tan solid-surface countertop with tan compression-molded sink, tan fiberglass walls, and a coffee-colored lockable sink base. A trailer monitoring system is available that monitors location, waste tank levels, inside temperature, power, and weather from the website or mobile app. Zones can be set up and alerts can be configured for arrivals and departures, as well as all other monitored systems. **574/266-7520; www.forestriverinc.com.**



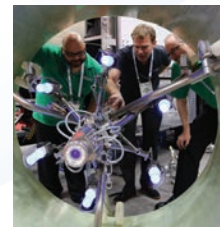
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The **Comfort Station** restroom from **McKee Technologies - Explorer Trailers** has heavy-duty carbon steel construction and comfortable private facilities designed for use in remote locations and extreme conditions. Loading and transport is simple using either incorporated top crane-lift hooks or a bottom forklift skid. The

washroom includes a stainless steel sink; metal floors; and easy-to-clean, fiberglass-reinforced plastic interior wall panels. It has a 90-gallon freshwater tank and 130-gallon waste tank. The utility closet includes service access to thermostat, water and electrical. It's wired for 110-volt electrical service. **866/457-5425; www.exploretrailers.com.**



RICH SPECIALTY TRAILERS STARTECH

The **StarTech** luxury restroom trailer from **Rich Specialty Trailers** integrates the latest GPS and computer technology for remote management. It is available in floor plans from two to 12 stations and made with quality materials for updated eye-catching design combinations. **260/593-2279; www.portablerestroomtrailer.com.**



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CASE STUDIES

Padlocks secure portable restrooms against paper theft and vandalism

PROBLEM: For more than 10 years, a portable restroom company from western North Carolina has been a green company. This isn't just because they respect the environment, but because their color is green to project a memorable corporate identity. The company sought corresponding padlocks to secure the toilet paper in their portable restrooms.



SOLUTION: They turned to **Lock America** for green brass locks to combat paper theft. The company offers brass economy padlocks keyed alike in five distinct colors to match the most common portable restrooms. Chrome-plated brass shackles and brass bodies make them long-lasting and rust-resistant.

RESULT: The colored locks helped prevent paper product theft, deterred vandalism and enhanced customer service. **800/422-2866; www.laigroup.com.**

Company expands into temporary fence rental

PROBLEM: Frank Almeister of Ace Sanitation in Holland, Ohio, sought to diversify his services, considering additional products/services he could offer the construction and event markets that he is already servicing. After researching temporary fence rental, Almeister found this product allows for higher profit margins with considerably less work. "I have the staff, trucks, trailers and customers," he says. "All I needed was the temporary fence."



SOLUTION: Almeister decided on **Oxford Plastics' OxBlock**, which combines the panel stand and weight in one, eliminating the need to buy a metal stand and a bag of sand. The OxBlock is designed to be durable, has high-visibility end caps, stacks well and reduces trip hazards.

RESULT: Almeister has been pleased with his fencing choice. "Sometimes being different is the difference-maker," he says. **800/567-9182; www.oxfordplasticsusa.com.**



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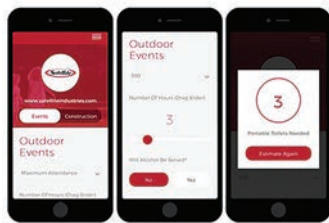
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PRODUCT NEWS

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Satellite Industries' Satellite Portable Toilet app is designed for operators to calculate how many restrooms to place at special events and construction sites. It is available in both the Apple App and Google Play Store. The app uses slide bars and buttons to quickly calculate the recommended number of restrooms based on number of users, duration of use and other data points. **800/328-3332; www.satelliteindustries.com.** ■



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Wastewater Equipment Fair



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» Live demonstrations and operational equipment for the water and wastewater industries!


\$20

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TUESDAY Oct. 17th

WEDNESDAY Oct. 18th

Fair Hours: 12 p.m. - 5 p.m.

Fair Hours: 9 a.m. - 1 p.m.



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